ANNUAL REPORT

for the fiscal year
ending March 31, 1951

Civil Service Commission

88-04186/

ANNUAL REPORT

for the fiscal year
ending March 31, 1987

Civil Service Commission

To His Honour

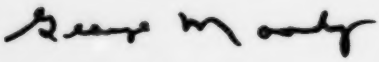
The Honourable Alan R. Abraham, C.D.
Lieutenant-Governor of Nova Scotia

May It Please Your Honour:

I have the honour to submit herewith the Report of the Nova Scotia Civil Service Commission for the year ending March 31, 1987.

I have the honour to be Sir,

Your obedient servant,



George Moody
Minister in Charge of Administration
of the Civil Service Act

The Honourable George Moody
Minister in Charge of Administration
of the Civil Service Act
Province of Nova Scotia

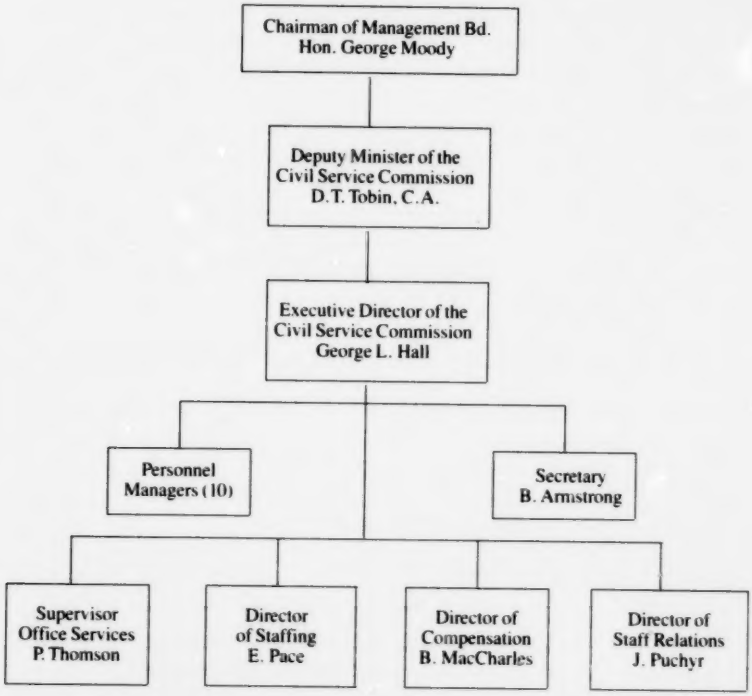
Sir:

I have the honour to present the Annual Report of the Civil Service Commission for the fiscal year ending March 31, 1987.

Respectfully submitted,

D.T. Tobin, C.A.
Deputy Minister

Organizational Chart Civil Service Commission



STAFFING DIVISION

Division Function

The Staffing Division is responsible for developing and administering policies and programs which are responsive to the needs of government, as they relate to staff recruitment, selection, training and development, counselling and placement of laid-off employees, special initiatives for Affirmative Action target groups, staff transfer, succession planning, executive recruitment, and the provision of attendant management training and consulting services. The division also provides transfer and counselling services to civil service employees and employment services to the general public.

These services are organized and delivered through three operating sections:

- Departmental Staffing
- Affirmative Action
- Human Resource Development

DEPARTMENTAL STAFFING

Objectives

The goals of the Departmental Staffing Program are to equip civil service managers with the skills, resources and information necessary to select competent staff. They must be able to defend their staffing decisions within the context of prescribed legal, contractual, regulation and policy framework—while recognizing the important considerations of the value of employee mobility in achieving optimum employee performance. To recognize the legitimate interest of any citizen to have reasonable access to civil service employment competitions; and the concepts of fairness, reasonableness and economy in all situations.

PROGRAM HIGHLIGHTS

Recruitment and Selection

The division received in excess of 34,000 applications for employment or in-service transfers while 96[illegible] position vacancies occurred. There were 1,140 appointments.

Recruitment difficulties persisted in a number of specialized occupational categories, such as physiotherapy, pharmacy, psychology, occupational therapy and respiratory technology. The Civil Service Commission—in cooperation with departments concerned—continues to examine the feasibility of alternative recruitment strategies in an effort to alleviate these staffing problems.

Division staff participated on 71 selection committees to assist departments in filling vacancies in a wide variety of occupational categories, including several positions at the executive level.

Casual recruitment services were provided to departments in filling numerous short-term vacancies.

Employment Services

Staffing officers conducted 1,316 interviews at the commission with individuals seeking information concerning civil service career opportunities, the selection process, and guidance regarding preparation necessary to compete effectively for available positions.

The Employment Information Centre of the division responded to 29,379 enquiries.

Transfer Services to Civil Service Employees

Considerable interest prevailed among current employees in competing for alternative civil service positions, resulting in 302 employee transfers.

Staffing-Related Grievances

Of the 21 grievances lodged under the Job Posting article of collective agreements, nine were resolved without recourse to adjudication. The remaining 12 are being dealt with at various levels of prescribed grievance procedures. The final disposition is pending completion of that process.

Staffing Evolution and Program Planning

Evolving economic, legislative, political and social trends have created staffing issues relatively new to this jurisdiction and have focused attention on a variety of program needs and new directions. The following are notable:

- Improved executive recruitment, succession planning, employee transfer and development programs must be implemented to offset the effects of government downsizing.

- Methods of determining the relative eligibility of increasingly larger numbers of competing applicants must be perfected to maintain and strengthen the merit principle as the basis for staffing decisions.

- Training programs must be expanded to ensure managers and others involved in the staffing process are equipped with the requisite skills and knowledge to make judicious, defensible staffing decisions.

- Current accountability systems should be examined with a view to redefining responsibilities in the staffing process to reflect the decision-making authority of departmental line managers and the advisory and service-oriented role of staffing specialists.

Placement of Laid-Off Employees

A decrease in federal program funding precipitated staff reductions resulting in the lay-off of 59 employees and the termination of an additional 19.

The Staffing Division placed highest priority upon counselling and placement of affected employees and met the challenge successfully, thanks to the commendable collaboration of all involved, including employees, departments and the Nova Scotia Government Employees Union. Only five of those laid-off remain to be placed in alternative employment.

APPOINTMENTS (BY DEPARTMENT)
April 1, 1986—March 31, 1987

Department/Agency	Total
Agriculture & Marketing	45
Attorney General	67
Auditor General	2
Civil Service Commission	8
Consumer Affairs	3
Culture, Recreation & Fitness	7
Development	15
Education	27
Emergency Measures Organization	1
Environment	14
Finance	19
Fisheries	4
Government Services	34
Health	65
Housing	7
Human Rights Commission	1
Labour	10
Lands & Forests	36
Legislative Counsel	2
Management Board	—
Mines & Energy	28
Municipal Affairs	21
Nova Scotia Commission on Drug Dependency	12
Nova Scotia Hospital	104
Office of the Speaker	—
Ombudsman's Office	—
Policy Board	1
Premier's Office	1
Purchasing Agency	1
Social Services	105
Status of Women	—
Tourism	3
Transportation	79
Victoria General Hospital	389
Vocational & Technical Training	28
Workers Compensation Appeal Board	1
TOTAL	1,140

APPOINTMENTS (BY PAY PLAN)
April 1, 1986—March 31, 1987

Pay Plan	Total
Administrative Support (AS)	39
Clerical (CL)	284
Dental (DPP)	—
Educational "A" (EDA)	16
Educational "B" (EDB)	9
Health Services "A" (HSA)	32
Health Services "B" (HSB)	62
Health Services "N" (HSN)	260
Management (MCP)	115
Maintenance & Operational Services (MOS)	38
Medical Services (MS)	3
Pathologists (PA)	2
Professional (PR)	107
Service (SE)	49
Technical (TE)	124
TOTAL	1,140

AFFIRMATIVE ACTION

Objectives

The Government of Nova Scotia actively supports the principle of equal opportunity through the Affirmative Action program which ensures that visible minorities, the physically disabled and women have equal opportunities for employment in the Nova Scotia civil service.

Together, the principles of merit and equal opportunity ensure that everyone has an equal chance to enter and advance in the civil service.

Affirmative Action is simply the way in which this policy is put into practice. It consists of a number of positive measures which are designed to ensure that all qualified individuals are considered on an equal basis for employment and promotional opportunities.

The objective of the Affirmative Action Program is to improve the representation of blacks, aboriginal people, women and the physically disabled in all occupational groups and at all levels of the Nova Scotia civil service.

Program Highlights

Through the Provincial Employment Program, the Civil Service Commission employed a university student to develop a profile of civil service departments related to affirmative action.

In-depth research and work force analysis was completed to determine the representation of women in the work force and the various occupational categories in which they are employed.

Program staff worked diligently to give effect to affirmative action objectives by:

- providing career information/counselling to people in the target groups concerning available positions in the Nova Scotia civil service and the employment application process

- recruiting and referring qualified target group applicants to competitions for civil service positions

- providing individual employment counselling to target group applicants and employees
- making presentations and conducting workshops on employment opportunities and job search techniques to community organizations
- reviewing employment policies and monitoring competitions to ensure equal opportunity for all applicants
- conducting workshops and seminars for senior management in the Nova Scotia civil service to make them aware of the need for affirmative action, the nature of the Affirmative Action Program, and their role in its implementation
- networking with government departments, educational institutions, community and volunteer organizations representing the designated target group people
- providing career development information for target group employees
- maintaining up-to-date statistical data related to affirmative action policies
- assisting departments in filling temporary, casual and summer vacancies as well as permanent positions
- during the year, conducting approximately 343 interviews with target group people
- contacting and inviting applications from more than 600 affirmative action students for possible summer employment opportunities with government departments

AFFIRMATIVE ACTION
PAY PLAN DISTRIBUTION
(Blacks, Native Indians, Disabled)
1986/87

Pay Plan		Blacks	Native Indians	Disabled
Administrative Support	AS	7	0	0
Clerical	CL	63	2	19
Dental Services	DPP	0	0	0
Education "A"	EDA	0	0	1
Education "B"	EDB	0	0	1
Health Services "A"	HSA	27	0	1
Health Services "B"	HSB	8	0	1
Health Services (Nursing)	HSN	9	1	0
Management Compensation	MCP	9	1	7
Maintenance	MOS	7	0	3
Medical	MS	0	0	0
Pathologists	PA	0	0	0
Professional	PR	18	0	5
Services & Related	SE	33	2	10
Technical	TE	27	1	6
TOTALS		208	7	54

CIVIL SERVICE REPRESENTATION
(Blacks, Native Indians, Disabled)
1986/87

Year	Blacks	Native Indians	Disabled
1983	199	5	51
1984	204	5	50
1985	207	6	55
1986	202	7	52
1987	208	7	54

OCCUPATIONAL DISTRIBUTION BY SEX
Nova Scotia Civil Service
March 1987

	NUMBER		PERCENTAGE OF TOTAL CATEGORY	
	Male	Female	Male	Female
Administrative Support	8	321	2	98
Clerical	200	2,173	8	92
Dental Services	2	0	100	—
Education "A"	158	39	80	20
Education "B"	152	48	76	24
Health Services "A"	130	277	32	68
Health Services "B"	94	384	20	80
Health Services (Nursing)	46	1,154	4	96
Laboratory Scientists	4	0	100	—
Management Compensation Plan	954	332	74	26
Maintenance Operational	437	5	99	1
Medical Services	28	7	80	20
Pathologist	10	5	67	33
Professional	742	319	70	30
Service	135	278	33	67
Technical	1,343	308	81	19
TOTALS	4,443	5,650	44	56

SALARY DISTRIBUTION BY SEX
Nova Scotia Civil Service
March 1987

	Number		Percentage	
	Male	Female	Male	Female
Below $25,000	1,267	3,475	27	73
$25,000–30,000	1,168	1,290	48	52
$30,001–35,000	1,127	598	65	35
more than $35,000	891	283	76	24

OUTREACH VISITS/CAREER INFORMATION AWARENESS SESSIONS RE: EDUCATIONAL PROGRAMS

	Visits
Halifax Business Academy	1
Miss Murphy's Business College	1
Halifax Vocational High School	1
Dartmouth Vocational High School	1
Technical University of Nova Scotia	1
Maritime School of Social Work	1
TOTAL	6

OTHER COMMUNITY WORKSHOPS/PRESENTATIONS

	Visits
Human Rights Commission Meeting	2
North End Library—Career Information	1
Dartmouth Work Activity	2
CNIB Meeting	3
Canadian Job Strategy—JET PRO	1
Disabled Organization Meeting	1
YMCA—Job Generation Employment Program	1
CEIC/WADE—Job Entry Training Program	2
Greenvale School—Career Information—JRT	1
Yarmouth Affirmative Action Committee Employment Workshop	1
AVTC—Dartmouth—Job Readiness Training/Career Exploration for Women Program	1
Metro Outreach for the Deaf—Open House	1
Canadian Paraplegic Association Meeting	1
TOTAL	18

HUMAN RESOURCES DEVELOPMENT

Role of the Human Resources Development Section

The Human Resources Development Section provides the following programs and services designed to assist departments and agencies of the government of Nova Scotia to develop the skills and knowledge of their employees:

- a service-wide staff training and development program of short courses and seminars designed to meet training needs common to all departments and agencies
- modular training programs in management development and supervisory development consisting of a series of training events extended over a period of two and one-half years and one year respectively
- department-based training
- human resources development consulting services
- human resources development policies concerning staff training, educational leave and secondment

HUMAN RESOURCES DEVELOPMENT ACTIVITIES—1986/87

Overview

The overall volume of program delivery increased substantially in 1986/87:

	1985/86	1986/87	% change
Number of Training Events	134	151	+13%
Number of Training Days	222.5	278	+25%
Number of Participants	1,600	1,864	+17%

The majority of this increase in aggregate activity is due to a substantial increase in the volume of program delivery provided by the management and supervisory development programs.

Management and Supervisory Development Programs

The modular development programs introduced during 1985/86 for managerial and supervisory staff have been significantly expanded during the last year. The number of participants in the two programs doubled from 60 to 120, and the number of training modules delivered increased from eight in 1985/86 to 30 during 1986/87.

Department-based Training

The volume of in-house training provided in response to requests by departments for custom-designed training programs was comparable to that of 1985/86. Forty-two training events involving a total of 726 participants were delivered during 1986/87, compared with forty-eight events involving 583 participants during the previous year.

Service-wide Training Program

Seventy-eight service-wide training events were delivered (unchanged from 1985/86) while the number of participants increased from 957 in 1985/86 to 1,011, in 1986/87.

Training Needs Assessment

A comprehensive assessment of service-wide training needs, focusing

particularly on managerial and supervisory training needs, was conducted in September 1986. The results confirmed the relevance of existing managerial training courses and also indicated the need for additional training in skills such as advanced level courses in both dBase III and Lotus 1-2-3, basic bookkeeping skills for clerical staff, and communications skills for managers.

Performance Appraisal Training and Consulting Services

Performance appraisal training and/or consulting assistance was provided upon request to twelve departments and agencies, a slight increase over 10 the previous year.

Educational Leave Program

The Human Resources Development section administers the educational leave policy, which is designed to enable departments to meet requirements for those skills which can be most effectively and economically acquired by means of educational leave.

Fifty applications for educational leave were approved during 1986/87. This represents a slight decrease from the 54 educational leaves granted during the previous year.

HUMAN RESOURCES DEVELOPMENT
April 1, 1986—March 31, 1987

Course	Duration (Days)	No. of Training Events	No. of Training Days	No. of Participants M	F	Total	No. of Trainee Person Days
SERVICE WIDE TRAINING PROGRAM							
Management/Supervisory							
Situational Leadership	2.5	3	7.5	23	4	27	67.5
Managing Performance	3	2	6	23	7	30	90
Staff Development Skills	1	1	1	10	3	13	13
Management Orientation	3	1	3	16	6	22	66
Staff Relations For Managers	2	1	2	14	2	16	32
Supervisory Skills	4	1	4	10	5	15	60
Total	15.5	9	23.5	96	27	123	328.5
Communications/ Interpersonal Skills							
Speed Reading	2	2	4	14	7	21	42
Business Writing Skills	3	3	9	26	15	41	123
Report Writing	3	1	3	9	4	13	39
Making Presentations	2	4	8	25	16	41	82
Public Contact Skills	2	1	2	8	4	12	24
Total	12	11	26	82	46	128	310

HUMAN RESOURCES DEVELOPMENT
April 1, 1986—March 31, 1987

Course	Duration (Days)	No. of Training Events	No. of Training Days	No. of Participants M	F	Total	No. of Trainee Person Days
Service-wide Training Program							
Clerical/ Secretarial Skills							
Time Management	1	1	1	2	10	12	12
Communication Skills	2	2	4	0	20	20	40
Office Procedures Improvement Skills	2	2	4	4	12	16	32
Professional Development for Secretaries	3	4	12	0	36	36	108
Total	8	9	21	6	78	84	192
Information Processing Skills							
Intro. to Using the Microcomputer	2	10	20	52	64	116	232
Intro. to Lotus 1–2–3	2	7	14	52	23	75	150
Intro. to dBase III	2	5	10	38	34	72	144
Intro to Word Perfect	2	4	8	5	41	46	92
Lotus 1–2–3 Writing & Running Macros	2	1	2	10	3	13	26
dBase III—Writing & Running Programs	2	2	4	10	9	19	38
Word Perfect—Advanced Level	2	1	2	0	11	11	22
Total	14	30	60	167	185	352	704

HUMAN RESOURCES DEVELOPMENT
April 1, 1986—March 31, 1987

Course	Duration (Days)	No. of Training Events	No. of Training Days	No. of Participants M	F	Total	No. of Trainee Person Days
Service-wide							
Training Program							
Other							
Evidence Giving & Court Procedures	2	3	6	50	2	52	104
Pre-Retirement Planning	2	10	20	104	87	191	382
Emergency First Aid/Heart Saver	1.5	1	1.5	11	12	23	34.5
Defensive Driving	2	2	4	17	1	18	36
Problem Solving	2	1	2	12	4	16	32
Managing Time	1	2	2	16	8	24	24
Total	10.5	19	35.5	210	114	324	612.5
Total Service-wide Program		78	166	561	450	1011	2147

HUMAN RESOURCES DEVELOPMENT
April 1, 1986—March 31, 1987

Course	Duration (Days)	No. of Training Events	No. of Training Days	No. of Participants M	F	Total	No. of Trainee Person Days
Department—Based Training							
Performance Appraisal	.5	11	5.5	71	79	150	75
Performance Appraisal	1	2	2	24	24	48	48
Making Presentations	2	3	6	34	12	46	92
Making Presentations	.5	1	.5	9	4	13	6.5
Influencing Skills	.5	1	.5	2	56	58	29
Stress/Time Management	.5	5	2.5	57	23	80	40
Stress Management	.5	4	2	35	15	50	25
Public Contact Skills	2	8	16	50	86	136	272
Problem Solving	2	1	2	8	7	15	30
Communication Skills	.5	2	1	45	22	67	33.5
Communication Skills	2	2	4	27	3	30	60
Communication Skills	1	1	1	13	0	13	13
Training for Trainers	3	1	3	15	5	20	60
Training for Trainers	2	1	2	6	1	7	14
Total Department Based Training	18	43	48	396	337	733	798

HUMAN RESOURCES DEVELOPMENT
April 1, 1986—March 31, 1987

Course	Duration (Days)	No. of Training Events	No. of Training Days	No. of Participants M	F	Total	No. of Trainee Person Days
Modular Development Programs							
Management Development Program		9	25	54	7	61	503.5
Supervisory Development Program		21	39	39	20	59	857.5
Total Modular Development Program		30	64	93	27	120	1361
Grand Total		151	278	1050	814	1864	4306

DISTRIBUTION OF PARTICIPANTS IN HUMAN RESOURCES DEVELOPMENT ACTIVITIES BY DEPARTMENT
April 1, 1986—March 31, 1987

Department/ Agency	Service-Wide Training		Modular Training Programs		Department-Based Training		Educational Leave		Total	
	N	%	N	%	N	%	N	%	N	%
Agriculture & Marketing	56	5.5	3	2.5	—	—	3	6	62	3.2
Attorney General	11	1.1	5	4.3	31	4.2	—	—	47	2.5
Auditor General	2	.2	—	—	—	—	—	—	2	.1
Civil Service Commission	3	.3	2	1.6	7	1.0	—	—	12	.6
Consumer Affairs	2	.2	3	2.5	—	—	—	—	5	.3
Culture, Recreation and Fitness	4	.4	—	—	—	—	—	—	4	.2
Development	15	1.5	10	8.3	—	—	—	—	25	1.3
Drug Dependency	13	1.3	6	5.0	—	—	—	—	19	1.0
Education	42	4.2	8	6.7	32	4.4	2	4	84	4.4
Environment	12	1.2	2	1.6	—	—	—	—	14	.7
Finance	45	4.5	8	6.7	—	—	—	—	53	2.8
Fisheries	8	.8	1	.8	—	—	—	—	9	.5
Government Services	12	1.2	4	3.3	—	—	—	—	16	.8
Health	71	7.1	7	5.8	17	2.3	1	2	96	5.0
Housing	27	2.7	5	4.3	60	8.2	—	—	92	4.8
Human Rights	5	.5	1	.8	—	—	—	—	6	.3
Labour	14	1.4	—	—	7	1.0	—	—	21	1.1
Lands & Forests	64	6.3	8	6.7	—	—	—	—	72	3.8
Management Board	—	—	—	—	—	—	—	—	—	—
Mines & Energy	15	1.5	4	3.3	—	—	—	—	19	1.0

DISTRIBUTION OF PARTICIPANTS IN HUMAN RESOURCES DEVELOPMENT ACTIVITIES BY DEPARTMENT
April 1, 1986—March 31, 1987
(continued)

Department/ Agency	Service-Wide Training		Modular Training Programs		Department-Based Training		Educational Leave		Total	
	N	%	N	%	N	%	N	%	N	%
Municipal Affairs	32	3.2	7	5.8	252	34.4	—	—	291	15.2
N.S. Hospital	55	5.4	—	—	—	—	4	8	59	3.1
Office of the Premier	1	—	—	—	—	—	—	—	1	—
Ombudsman's Office	—	—	—	—	—	—	—	—	—	—
Policy Board	4	.4	—	—	—	—	—	—	4	.2
Purchasing Agency	7	.7	1	.8	12	1.6	—	—	20	1.0
Social Services	22	2.2	5	4.3	70	9.5	1	2	98	5.1
Status of Women	1	—	—	—	—	—	—	—	1	—
Tourism	28	2.8	6	5.0	—	—	—	—	34	1.8
Transportation	207	20.5	11	9.1	53	7.2	—	—	271	14.2
Victoria General Hospital	32	3.2	3	2.5	161	22.0	38	76	234	12.2
Vocational & Technical Training	123	12.2	10	8.3	24	3.2	1	2	158	8.2
Workers Compensation	10	1.0	—	—	—	—	—	—	10	.5
Total	943	93.5	120	100.0	726	99.0	50	100	1839	95.9
Non Civil Service	68	6.7	—	—	7	1.0	—	—	75	3.9
Grand Total	**1011**	**100.0**	**120**	**100.0**	**733**	**100.0**	**50**	**100**	**1914**	**100.0**

CO-OPERATIVE EDUCATION EMPLOYMENT PROGRAM

The Civil Service Commission's Co-operative Education Employment Program was initiated in January 1981 to assist Nova Scotia government departments and agencies to provide career-related work experience opportunities for students enrolled in the co-operative education programs recently established by Nova Scotia universities.

The unique feature of the co-operative education model is that students spend alternate semesters in the classroom and in the workplace, thereby acquiring both academic and practical training. By the time the students graduate, they have already accumulated considerable practical experience and are therefore of greater value to prospective employers.

The co-operative education model also creates linkages between the universities and business and industry, resulting in an educational system which is more attuned to and better able to satisfy current labour market needs.

Program Utilization

During 1986/87, a total of 37 co-op positions of four months duration were created in 18 Nova Scotia government departments and agencies. The students employed represented four Nova Scotia universities: Mount Saint Vincent, Dalhousie, Acadia and University College of Cape Breton. The co-op students in greatest demand by government departments were those enrolled in Computer Science, Business Administration, Public Relations, Public Administration, and Home Economics.

Program Effectiveness

Ongoing program evaluation indicates that the program is continuing to achieve its dual objective of enabling departments to meet short-term requirements for specialized skills and providing students with career-related work experience opportunities.

DISTRIBUTION OF CO-OP STUDENT POSITIONS BY DEPARTMENT/AGENCY

Department/Agency	No.	%
Agriculture & Marketing	1	2.7
Consumer Affairs	3	8.1
Culture, Recre ation & Fitness	1	2.7
Development	3	8.1
Drug Dependency Commission	2	5.4
Environment	3	8.1
Finance	3	8.1
Fisheries	2	5.4
Health	3	8.1
Housing	2	5.4
Labour	1	2.7
Lands & Forests	2	5.4
Mines & Energy	1	2.7
Nova Scotia Hospital	3	8.1
Public Archives	1	2.7
Tourism	3	8.1
Victoria General Hospital	2	5.4
Vocational & Technical Training	1	2.7
Total	37	99.9%

DISTRIBUTION OF CO-OP STUDENTS BY COURSE OF STUDY

Course of Study	No.	%
Computer Science	9	24.3
Public Relations	9	24.3
Business Administration	6	16.2
Food Science/Nutrition	4	10.8
Public Administration	4	10.8
Environmental Technology	2	5.4
Home Economics	2	5.4
Chemical Technology	1	2.7
Total	37	99.9%

DISTRIBUTION OF CO-OP STUDENTS BY EDUCATIONAL INSTITUTION

Educational Institution	No.	%
Mount Saint Vincent University	20	54.1
Acadia	7	18.9
Dalhousie	7	18.9
University College of Cape Breton	3	8.1
Technical University of Nova Scotia	—	—
Total	37	100%

DIVISION OF COMPENSATION

Management Compensation

An overall salary policy adjustment, effective April 1, 1986, was provided for employees classified under the Management Compensation Plan (MCP). This adjustment provided an across-the-board increase of two percent for this group of approximately 1,300 managers and non-bargaining professionals distributed throughout the various departments and agencies of government.

Maintenance of the internal equity, as provided through the job evaluation process for positions in the Management Compensation Plan, continues to be ensured by the ongoing utilization of committees of senior management people from all government departments. The Deputy Ministers' Maintenance Committee continues to oversee the evaluation of benchmark positions, and considers the impact of major organizational reviews. There are also three sub-committees that meet to consider positions not designated as benchmarks.

This year 35 new positions were established, 19 existing positions were upgraded, three positions were downgraded, six positions were deleted and six positions were reviewed with no resulting change in classification.

The commission would again like to acknowledge the cooperation of the deputy ministers and departmental representatives who participate with us in this process that is so important to the ongoing maintenance of the system.

Position Evaluation—Bargaining Unit and other Non-MCP Positions

The division has been deeply involved in finalizing the overall review of the classification system in place for bargaining unit employees and the implementation of a classification appeal system. This project involves the review of positions occupied by approximately 8,000 civil servants.

This activity was agreed to during the negotiation process in 1983, and the new system, including the appeal mechanism, was to be in place by February, 1985. However, the Nova Scotia Government Employees Union and the government agreed to extend the implementation date.

During the extension period the freeze on position reviews implemented in October, 1983, has generally been continued, however, the delay in implementation has led to a need to deal with some of the more pressing problems. The result is that Management Board has had to deal with some reclassifications of existing positions where such changes were the result of a major reorganization within a department or division.

The division acted on the following:

- 71 positions were established and classified to accommodate expanding government services and redefinition of functions
- 606 persons were reclassified because of promotion to more responsible positions and/or as a result of the upgrading of their qualifications
- 716 Management Board requests for additional and replacement positions were processed and recommendations made by the division

Benefits

The division continues to monitor the level of benefits available to employees within the civil service to determine whether an acceptable relationship exists. This is particularly important when looking at the level of benefits and working conditions available to nonbargaining employees in comparision to the level of benefits enjoyed by the employees covered by the various collective agreements within the civil service.

The Long Term Disability Plan implemented in October of 1985 is now in full operation. It provides a comprehensive program of general illness, short-term illness or disability and long term illness or disability protection for the employees in the civil service.

The plan is a self insured plan administered by a Board of Trustees with equal representation from the N.S.G.E.U. and the government. The Chairmanship is alternated on an annual basis between the employer and N.S.G.E.U. appointees with the first chairperson being an employer appointee.

Compensation Research

The division maintains an active program of compensation research to support the Civil Service Commission's collective bargaining, management compensation and classification functions. As the central compensation authority for the provincial government, the division continues to be called on by a number of private and public organizations for information on salary levels and benefits available to civil servants. In addition, because of the size and diversity of the civil service and the expertise employed in the area of compensation, staff is often requested to provide advice and assistance to other government and quasi-government institutions and agencies that are not part of the regular civil service.

Committees

The staff of the Division of Compensation participated in the following committees:

- the Joint Salary Committee of the Department of Health and the Nova Scotia Association of Health Organizations
- various collective bargaining committees
- committees charged with the responsibility of evaluating and classifying all positions under the management compensation systems

Staff Training and Development

The staff of the division participated in various training programs, which offered skills enabling the staff to provide a wide range of services to various departments of government.

These courses varied in length and subject matter, and approval to participate in them is based on the desire to maximize the benefits of training within a limited training budget.

POSITIONS REVIEWED BY PAY PLAN
1986—1987

Pay Plans	Established	Higher	Lower	Delete	Title Change	No Change
Clerical CL	14	9	—	2	—	—
Administrative Support AS	3	—	1	—	—	—
Dental Services DPP	—	—	—	—	—	—
Education "A" EDA	1	—	—	—	—	—
Education "B" EDB	—	—	—	—	—	—
Health Services "A" HSA	—	—	—	1	—	—
Health Services "B" HSB	2	—	—	—	—	—
Health Services "N" HSN	—	—	—	—	—	—
Laboratory Scienctist LS	—	—	—	—	—	—
Maintenance MOS	2	—	—	1	—	—
Medical MS	—	—	—	—	—	—
Pathologist PA	—	—	—	—	—	—
Professional PR	33	—	—	—	—	—
Service Related SE	—	—	—	—	—	—
Technical TE	16	2	—	2	1	—
Management Compensation MCP	35	19	3	6	7	6
Total	106	30	4	12	8	6

SUMMARY OF PERIODIC PAY REVIEWS FOR NON-BARGAINING CLASSES

Employee Group	Effective Date	No. of Employees	Increase (% across board)	Approximate Cost ($)
Administrative Support (AS)	21/12/86	314	3	$ 207,603
Management Compensation Plan (MCP)	29/03/87	1308	3	1,586,428
Medical Services (MS)	29/03/87	36	3	78,343
Pathologist (PA)	29/03/87	14	3	40,993
Laboratory Scientists (LS)	29/03/87	4	3	7,923
Dental Services (DPP)	29/03/87	3	3	$ 4,995

APPOINTMENTS & SEPARATIONS BY STATUS
April 1, 1986—March 31, 1987

Status	Appointments	Separations
Casual Conversions	35	
Temporary/Summer	23	23
Temporary	60	35
Term	75	36
Probationary/Permanent	661	826
Total	854	920

REASONS FOR EMPLOYEE SEPARATIONS
April 1, 1986—March 31, 1987

Reason	Permanent	Probationary	Term	Temporary	Summer	Total
Relocation	85	19	1	5	—	110
Marriage	1	—	—	—	—	1
Pregnancy	11	—	—	—	—	11
Continue further education	30	4	1	5	3	43
Travel	8	—	—	—	—	8
Self employment	2	—	—	—	—	2
Working environment	8	—	—	—	—	8
Conditions of employment	7	1	—	—	—	8
Another position	112	12	6	4	—	134
Left without notice	—	—	—	—	—	—
Unsuited for position	10	6	1	—	—	17
Illness	7	2	1	—	—	10
Over 65	64	2	6	—	—	72
Deceased	16	1	1	—	—	18
Elective retirement	224	8	4	—	—	236
Project completed	—	—	3	1	—	4
Summer employment	—	—	—	—	20	20
Term employment	—	—	1	1	—	2
Temporary employment	—	—	—	15	—	15
Appointment cancelled	—	—	—	—	—	—
Personal	150	24	4	1	—	179
Position redundant	12	—	7	3	—	22
Total	747	79	36	35	23	920

CIVIL SERVICE EMPLOYEES BY DEPARTMENT AS OF MARCH 31, 1987

Department	Temporary	Term	Probationary Permanent	Division Total	Department Total
Agriculture & Marketing					
Field Services	—	—	247	247	
Agricultural College	—	1	166	167	414
Attorney General	—	5	533	538	538
Consumer Affairs	—	—	88	88	88
Culture, Recreation & Fitness	—	—	70	70	70
Development	—	1	168	169	169
Education					
General	—	4	183	187	
N.S. Teachers College	—	—	84	84	
N.S. Museum	—	11	65	76	347
Environment	—	3	117	120	120
Finance					
Head Office	—	1	111	112	
Provincial Tax Comm.	—	—	135	135	247
Fisheries	—	4	78	82	82
Government Services					
Finance & Administration	—	—	24	24	
Systems & Computer Services	—	—	148	148	
Information Services	—	—	51	51	
Design & Construction Services	—	—	20	20	
Construction Services	—	—	7	7	
Property Operation Services	—	—	7	7	
Building Services			65	65	
Policy Planning			2	2	324

CIVIL SERVICE EMPLOYEES BY DEPARTMENT AS OF MARCH 31, 1987 (continued)

Department	Temporary	Term	Probationary Permanent	Division Total	Department Total
Health					
General	—	—	518	518	
Victoria General Hospital	20	18	2,419	2,457	
Nova Scotia Hospital	—	6	724	730	
N.S.C.D.D.	—	—	160	160	3,865
Housing	—	32	116	148	148
Labour	—	—	108	108	108
Lands & Forests	—	21	584	605	605
Mines & Energy	—	46	116	162	162
Municipal Affairs	—	17	256	273	273
Public Service					
Legislative Expenses	—	—	1	1	
Executive Council Office Administration	—	—	6	6	
Civil Service Commission	—	—	57	57	
Management Board	—	—	17	17	
Office of the Premier	—	—	4	4	
Emergency Measures	—	—	10	10	
Government House Admin.	—	—	7	7	
Election	—	—	1	1	
Protocol Office	—	—	4	4	
Auditor General	—	4	29	33	
Education Fund for Black Students	—	—	1	1	
Purchasing Agency	—	—	22	22	

CIVIL SERVICE EMPLOYEES BY DEPARTMENT AS OF MARCH 31, 1987 (continued)

Department	Temporary	Term	Probationary Permanent	Division Total	Department Total
Human Rights Commission	—	—	19	19	
Ombudsman	—	—	3	3	
Expropriation Compensation Board	—	—	1	1	
Legislative Council	—	—	6	6	
Office of the Speaker	—	—	16	16	
Advisory Council Status of Women	—	—	3	3	
Policy Board	—	—	5	5	
Workers Compensation Appeal Board	—	—	4	4	
Workers Compensation Board	—	—	1	1	221
Social Services	—	5	849	854	854
Tourism	—	—	79	79	79
Transportation	—	7	930	947	947
Vocational & Technical					
General	—	46	128	174	
AVTC	—	51	46	97	
NSIT	—	30	101	131	
NSNI	—	27	12	39	
NSCGS	—	3	18	21	462
Total	20	353	9,750	10,123	10,123

INCREASE IN CIVIL SERVICE
From 1961/62 to 1986/87

Fiscal Year	Appointments	Separations	No. of Civil Servants as of March 31	Increase/ Decrease over Previous Year	Percent of Increase/ Decrease
1961–1962	1,246	1,102	4,373	—	—
1962–1963	852	982	4,243	−130	−2.9
1963–1964	1,142	946	4,439	+196	4.6
1964–1965	1,237	1,007	4,669	+230	5.2
1965–1966	1,647	1,218	5,098	+429	9.2
1966–1967	1,684	1,038	5,744	+646	12.7
1967–1968	1,978	1,326	6,396	+652	11.4
1968–1969	1,811	1,359	6,848	+452	7.1
1969–1970	1,889	1,422	7,315	+467	6.8
1970–1971	1,620	1,351	7,584	+269	3.7
1971–1972	1,406	1,227	7,713	+129	1.7
1972–1973	1,609	1,395	7,927	+214	2.8
1973–1974	2,060	1,589	8,400	+473	6.0
1974–1975	2,243	1,833	8,808	+408	4.9
1975–1976	2,756	2,447	9,106	+298	3.4
1976–1977	1,799	1,818	9,087	− 19	− .2
1977–1978	1,888	1,840	9,135	+ 58	.6
1978–1979	1,872	1,586	9,421	+286	3.1
1979–1980	1,589	1,506	9,504	+ 83	.9
1980–1981	1,492	1,470	9,526	+ 26	.3
1981–1982	1,729	1,492	9,763	+237	2.4
1982–1983	763	879	9,648	−115	−1.2
1983–1984	1,147	763	10,032	+384	3.9
1984–1985	942	848	10,126	+ 94	.9
1985–1986	861	798	10,189	+ 63	0.62
1986–1987	854	920	10,123	− 66	0.65

STAFF RELATIONS

The Staff Relations Division provides a full range of labor relations to the government. This division is responsible for negotiating collective agreements with the union representing approximately 8,300 civil service bargaining unit employees. It is also directly involved in the negotiation of a collective agreement with the 11,000 member teachers union. This year the teachers' bargaining unit was divided to provide for a 450 member unit of vocational teachers who teach in Regional Vocational Schools operated by the Minister of Vocational and Technical Training. In addition to these major rounds of collective bargaining, this division negotiates with the union representing hourly paid employees in the Department of Transportation. It is indirectly involved in the collective bargaining process that determines terms and conditions of employment for approximately 9,000 unionized hospital employees in the province. Concurrent with the collective bargaining function, the Staff Relations Division provides a comprehensive advisory and consultative service to all departments and agencies of the government with regard to labor relations. This aspect of the labor relations service includes; interpretation of collective agreements, grievance and adjudication administration, discipline and discharge issues, occupational health and safety, joint labor management consultation and management labor relations training.

Civil Service Bargaining

The collective bargaining that had commenced during the previous year continued. The number, and complexity of the issues presented by the union, was one of the reasons for protracted bargaining.

In an effort to break the deadlock and to eliminate the necessity for a protracted legal battle, negotiators from the division and the union met for four days of continuous bargaining on March 12 to March 15, 1987 inclusive. The results produced seven memoranda of agreements on all outstanding issues and two memoranda of agreements covering all issues except wages. The union is in the process of voting on the proposed settlements.

Collective bargaining to resolve the two outstanding wage issues will continue into the next year and will, if necessary, be resolved by binding arbitration. One of these involves the medical and x-ray technicians who continue to seek parity with the registered nurses. The other group includes instructors at the various government operated institu-

tions where the wage issue is parity with teachers represented by the Nova Scotia Teachers Union.

The proposed collective agreements, if ratified, will:

- provide for a three year contract
- increase wages by two to three percent, and an increase equal to the rise in the Consumer Price Index in the third year
- improve the existing medical plan
- provide a cost shared dental plan
- give the clerical, service and health service "A" bargaining unit employees a $200 lump sum signing bonus
- extend benefits to part-time employees
- provide for experiments in flextime and shortened work weeks
- extend overtime provisions to employees previously excluded from overtime payment
- provide for six months unpaid maternity or adoption leave
- commit the employer to participate in joint occupational safety and health committees
- permit employees to appeal their classification to a classification tribunal

In addition to the foregoing changes to the various collective agreements, the government has agreed that there will be no layoffs during the term of the agreement unless the work is seasonal, is funded by an outside agency, or the employee is a term employee whose term has expired.

The arbitration board that heard the union's application for increased kilometrage rates for privately owned automobiles used on government business handed down its report during the past year. The new rates, as ordered by the arbitration board will be as follows:

	July 1/85	July 1/86
First 16,093 km	25.7 cents/km	26.2 cents/km
16,093.1–24,140 kms	23.7 cents/km	24.2 cents/km
Over 24,140 km	15.8 cents/km	16.1 cents/km

Transportation Workers Bargaining

The provincial government granted voluntary recognition to the Canadian Union of Public Employees which permits the union to represent hourly paid employees of the Department of Transportation. A negotiator from the division has been engaged in negotiations since June 1986. The union has had a recommended settlement rejected by its membership and negotiations to break the deadlock have resumed. To date it does not appear that an agreement is imminent. Wages and seniority appear to be the most contentious issues.

Corrections Officers Bargaining

When the government assumed full responsibility for the operation of correction facilities, the task for negotiating a collective agreement covering this new group of employees was assigned to this division. As the result of a referendum, the Police Association of Nova Scotia was selected over the Canadian Union of Public Employees and the Nova Scotia Government Employees Union as the representative union.

Despite numerous meetings, we are not confident of an early settlement—however, negotiations are continuing on a regularly scheduled basis.

Teachers' Bargaining

Through the Minister of Education, staff of the division are responsible for negotiating a province wide collective agreement covering most terms and conditions including salaries for the province's 10,500 public school teachers. In addition to the collective agreement negotiated on behalf of the Minister of Education, each school board negotiates a separate collective agreement with its teachers dealing primarily with local issues.

Negotiations for the provincial collective agreement were concluded in February 1987 and provided the following major changes to the expired collective agreement.

- a three year collective agreement expiring July 31, 1989
- annual salary increases of two percent the first year, three percent the second year, and in the third year the percentage increase in the Consumer Price Index
- a 50 percent shared dental plan

This year, in addition to the foregoing round of bargaining, staff of the division successfully concluded a first collective agreement to cover teachers employed by the Minister of Vocational and Technical Training in Regional Vocational Schools operated by the Minister. In addition to incorporating many of the terms and conditions of employment contained in the public school teachers' collective agreement this collective agreement:

- provides for the same term and salary increases as the public school teachers
- provides for a joint study aimed at facilitating a year round student enrollment and hence a year round school operation
- permits, under certain conditions, the use of non-bargaining unit instructors in Regional Vocational Schools
- provides a lay-off and recall procedure that recognizes skills, abilities and seniority

Grievances and Adjudications

The following is a breakdown of the grievances and adjudications underta-

ken by staff of the division.

Active grievances from previous year	3
New grievances filed	108
Resolved through negotiation	68
Resolved through adjudication	19
Active at year end (current year)	40

A lack of acceptable adjudicators leads to many delays in this process. Of the 43 active cases at year end, 18 are scheduled to be heard by adjudicators or have been heard and are awaiting a decision.

Labor Relations Education

This past year staff from the division conducted 19 labor relations workshops attended by 365 managerial employees. This continued to be a popular workshop and provides managers with the basics of labor law, grievance and adjudication procedures, and corrective discipline and absenteeism control.

OFFICE SERVICES SECTION

The Office Services Section is the internal administration arm of the Civil Service Commission. During the past year the section continued to provide specific services to all departments, boards, commissions and agencies of government. Staff assisted in the area of information on government policies and proper completion of Civil Service Commission forms to implement transactions such as appointments, transfers, reclassifications, salary adjustments, status changes, leaves, negotiated increases, extensions, retirements and separations.

There were 23,069 transactions processed through this section for approval and forwarding to the Department of Finance. About 80 percent of these transactions required advisement letters to the employees concerned.

During the past year the section continued its responsibility for control of the Commission's budget in consultation with the directors of the various divisions. It was also responsible for the efficient and economical utilization of space and equipment.

The section is also responsible for ensuring that all injuries incurred on duty for the entire civil service and Order-in-Council appointees were reported to the Civil Service Commission and that all information reported on the necessary forms was accurate before submission to the Worker's Compensation Board. Approximately 538 injuries were processed and reported to the board through this section on behalf of the Civil Service Commission.

The Computer-Based Personnel Administration and Information System maintains the records of all civil servants. The Office Services section in consultation with the department of Government Services is continuously upgrading ongoing programs and deleting outdated services no longer required by the departments.

New programs have been introduced during the year, such as the Computerized Leave and Absence System. The objectives of this system which is presently in place and on-line with the departments of government were two-fold:

- eliminate the over abundance of paper flow and duplication of work between the departments and the Civil Service Commission.

- Provide an accurate and up-to-date reporting system whereby senior departmental managers would control the responsibility of the leaves and absences of their staff for the overall efficient operation of all government departments.

With the introduction of the Records Management Program now well in place, the Office Services section establishes and maintains the operation of the department's central registry system. In conjunction with the divisions, the central registry houses 13,000 active records. The section acts as liaison with all departments of government in respect to the transfer of personnel documents, retired and resigned records.

Two annual Long-Service Award Presentation ceremonies were held at Government House on November 4 and 5, 1986 respectively. Ninety-eight public servants who represented 18 government departments who had completed 25 years of service with the province of Nova Scotia were presented with citations and awards by His Honour, Lieutenant-Governor Alan R. Abraham, C.D.